

I am grateful for the opportunity you have given me to talk at your Staff Meeting this morning.

I hope that my discussion will suggest ways in which the principles of records management can be used to make your work easier. your Records Officer attended a two week seminar on records management where he learned how office operations can be simplified and improved through paperwork management. He is anxious now to use these techniques and we an the Records Administration Staff are willing to assist him.

STAT

When recently asked to comment on the progress of exploring space the famous scientist, Dr. Wehner von Braun replied, "We have overcome most of the problems of gravity and we will reach the moon --if the paperwork doesn't hold us down". While you may not be planning a trip to the moon I am sure that paperwork may be preventing you from accomplishing some of your goals.

Records Management or paperwork is probably the most unromantic subject in the whole world. It has little glamour and practically no sophistication. As a matter of fact, we seldom ever hear a good story on the subject. Here is a recent one, however that may be appropriate to our discussion.

"A dedicated bureaucrat died and having been a model servant he went directly to heaven. When he met St. Peter he was told to report to the Logistics Supply Room to get his harp, his halo, his wings and his robes. The BSO in heaven was a most efficient person, ~~he~~ Legislator, and there was no waiting - the correct sizes were in stock and his good bureaucrat was outfitted and equipped immediately. When he returned to St. Peter for his assignment he told him how elated he was about the efficiency of the BSO, and he said I didn't even have to fill out a requisition or sign a receipt--this is amazing. But the

bureaucrat said-as I cam back from the Supply Room I saw an unusual



TODAY, we are concerned about how fast we can get information. High speed Computers are obsolete almost before they are installed! ~~Mr. Pearson's~~ printing presses must grind out paper faster and faster. These are the days of glamour gadgets and high cost hardware. Despite the lack of sophistication in paperwork, top management officials in both Industry and Government are greatly concerned about the cost of creating and keeping the tremendous volumes of paper we require. Here is what J. Paul Getty, the worlds richest man, said recently - "To my mind one of the really serious wrongs in American business today is the penchant for wallowing in welters of paperwork. Some companies have literally hundreds of people keeping records on each other and passing office memorandums back and forth. Many times there appears to be more memo writers, filers, and readers than productive workers. The cost of this over administration is staggering, not only in salaries paid to paper shufflers, but in the general slow-down effect it has on all operations".

Chart

WHY SHOULD YOU BE INTERESTED IN RECORDS MANAGEMENT? My purpose this morning is to prompt you to greater concern and greater use of Records Management techniques to help solve some of ~~the~~ ^{your} space problems ~~you are concerned with~~ agency-wide and to assist you in making your own operating procedures even more effective and efficient than they are now.

Records have received a lot of attention since 1949 when the Hoover Commission first dealt with this subject; interest was increased as a result of the second Hoover Commission Report. These reports focused attention for the first time on the need for positive action to reduce the 4 Billion Dollars, Annual Cost of Federal Paperwork.

Positive action has been taken through the medium of paperwork management techniques and by their use substantial economies in office management have been made by many Federal Agencies.

More recently the Congress and the President have expressed concern about the high cost of paperwork. Congressman Olsen of Montana has held extensive hearings to determine why Federal Agencies require costly reports from business concerns. He describes these requirements as the Paperwork Jungle.

President Johnson has requested the cabinet to improve efficiency by less paperwork. Here is what he told the Cabinet in December 1963. "Cut out excessive paperwork - it breeds overstaffing". In February 1965, the President declared a Moratorium on the buying of new filing cabinets. This Moratorium has been successful and it has been extended indefinitely.

The cost of creating records is high--\$16,726 for the contents of a file cabinet. This means that \$7,309,262 are required to create and keep you office records. So, as a tax payer, you are paying about \$100 for this paperwork.

GRAPH

Agency records are increasing--last year you can see from this Graph that there was an increase of 12%. On the other hand, DDP holdings have remained about the same as you can see from this graph. Your situation is similar- perhaps a little better.

STAT

The volume of paper per employee in the Agency is 18 cu. ft., the equivalent of 9 file drawers as compared to 2.6 for the Federal Government. Three cubic feet for Industry.

STAT

WHAT IS RECORDS MANAGEMENT?

It is a specialized profession concerned with paperwork problems and practices. Basically, records management is a management improvement technique. It is not concerned just with the bits and pieces of paper such as filing or destruction. Instead, we pay attention to the life cycle of paper--Creation to Cremation:

Creation - Forms - Reports - Correspondence

Use - Equipment - Supplies - Systems

Cremation (Disposition) Inventories - Schedules - Records Center

Records Management is emerging as a recognized profession and now there are 3 professional Societies - ARMA - AREA - SAA. Industry now depends on the professional records managers to solve paperwork problems.

(See article from WSJ - February 1965 - Hand out).

WHY DO YOU NEED RECORDS MANAGEMENT?

First - To Save Manpower - if we eliminate unneeded paper we can find what we want easier, quicker and with less effort.

Second - To Save Space. I estimate that records absorb 35-40% of our usable office space - probably about 600,000 sq. ft.

Third - To Control Growth. We create about 200 million pieces of paper every year. The equivalent of 12,500 safes and we collect a lot of paper -- 18 million pieces past year.

Fourth - To Comply with the Law - Federal Records Act

Fifth - To Protect Important Records. Those which we cannot afford to lose from natural disaster or enemy action.

AUTHORITY -

WHO IS RESPONSIBLE FOR RECORDS MANAGEMENT?

The 81st Congress enacted Public Law 754 - The Federal Records Act.

Heads of Agencies are required by this law to establish and maintain active Records Management Programs.

The Administrator of GSA issues guides, standards and regulations for a Government-wide program. He operates 16 Federal Records Centers and the National Archives.

Director of CIA has responsibility to establish and maintain a program-
Our authority is

STAT

Agency Program Is Decentralized - Each DD and Office Head.

CIA Records Officer - Guides, standards, advice and coordination.

Now, lets take a look at each Records Management element and see how the techniques they provide help to improve efficiency,

FORMS --Create a lot of paper. We have 2417 official forms--last year these caused the creation of almost 53 million pieces of paper.

Last year we spent about \$300,000 to print our official forms--this is a sizeable sum but actually it is the smallest portion of the cost of filling them out, filing them, referring to them and then eventually destroying them. Industry and Government estimate that for every dollar spent for printing it takes \$20 to process forms. So our cost last year was \$6 Million rather than \$300,000.

In addition to the official forms, we have another category--bootleg ones. These are created usually because a piece of reproduction equipment is handy--and I am sure you have made good use of your excellent printing presses. But why not use the official forms available. There is one for almost every conceivable situation and usually it is easily obtained.

In our staff we are concerned about good design, the correct size and the proper paper. Here are some illustrations: Design - Travel Order; Size - Shipping Document; Paper - DDP Cover Sheet.

Our forms surveys produce good results--elimination of bootleg forms -- procedural improvements - (Hazel's O/P Project) Cumulative Savings \$759,000.

CHART *Automation - PAS - External TRS Request*
CHIVES - 80% of Financial Forms Moved For Computer
REPORTS MANAGEMENT - Our objectives are the same as in forms -- better procedures and less paper. Last year, reports created about 12 million pieces of paper costing approximately \$30 million.

Frankly, we haven't been able to do anything in reports since we conducted a survey in 1956. Since our staff was reduced to 1/3 of its original size its up to the operating offices to carry on a "do it yourself program".

It is so easy to get reports, especially those prepared by ADP methods. Computers can grind out reports at the rate of 100 cu. ft. a day as contrasted to about an inch a day by typewriter. So this is an area that requires attention.

Correspondence Management - Here we are concerned with ^{almost} ~~more~~ important phase of our everyday work--communication. This is ~~where~~ we can make a good impression or bad impression. The quality of our memorandums and letters, the promptness of our response and the general appearance of correspondence are all essential to good public relations and a favorable public image.

President Johnson has requested Mr. Macoy, Chairman of CSC, to head up a government-wide program for the improvement of communications to the general public. We are participating in this and a steering committee has been appointed.

Standard correspondence practices are outlined in our Handbook. The Handbook has been rewritten and is being coordinated.

The volume of paper created by correspondence is substantial--last year 8 million pieces from memos and letters. These cost about \$12 Million. If we

add cables and dispatches we are concerned with another 18 million of paper every year. So you can see that this is an area that needs attention.

Progress has been made by adopting short cuts for preparing correspondence such as use of Letterex to eliminate the time consuming job of assembling carbons and paper. The cost of dictated and individual typed letters is being reduced from the estimated cost of \$3.50 by the use of Form Letters and similar techniques. Our best results have come from the Speed Letter and Self Mailers. Here is how we use them. (Explain).

Vital Records - The key to our Vital Records Program is the Vital Records Deposit Schedule. You have one and you are using it.

Our Vital Records Repository is in the same area as the Records Center Our decision to locate the Repository where it is was made in 1950 and this conforms to one of the principle proposals of the Second Hoover Commission in 1955. At least one large industrial concern, Chase National Bank, has used the same principle.

STAT

We have an active Vital Records Program. Some Agency offices find that periodic tests conducted by them are effective in eliminating records no longer vital and the tests acquaint operating officials with operating procedures in a simulated emergency.

Our program is judged to be one of the best in the Federal Government.

Filing Systems - Filing Systems provide uniform methods for the filing of papers so that they can be easily and found readily.

This Handbook on Subject Numeric Filing outlines a system for both administrative and operational files. There are no of this system.

STAT

Terminal Digit Filing is used for large volumes of numerical case files. A number ~~is~~^{but} assigned in the usual way ~~by~~ filing is on the last series of digits rather than the first digits.

Contact Services uses this system-- it has eliminated almost all of their misfiles.

Soundex is used for Name Files. A three digit numerical code is assigned to certain letters of the surname. As a result, names sounding alike but spelled different are grouped together. The Biographic Register uses this system.

Filing Equipment

Standard types of Safes and Cabinets are provided for Agency wide use. The six types that we now have make it possible to procure and maintain normal stock at lower costs than when we had 17 types some years ago. Standard folders are also provided.

Specialty Filing Equipment has been used throughout the Agency to good advantage. The most significant accomplishment is in the use of shelf files. We have 88 different installations. You have several of them and they are excellent. We believe that shelf filing principles ^{has} saved the Agency over 1/2 Million Dollars in space and equipment.

Here are two relatively new pieces of equipment which we think have considerable potential for saving space and money--FULLSPACE and CONSERVA-FILE.

CHART

Records Disposition

This is very productive area in terms of tangible results. It is also a difficult area because a decision is necessary on what to keep and what to destroy and when. You are particularly concerned in some of our operations with certain kinds of records. You are the only one who can decide finally on their ultimate disposition.

Generally, there are three standards commonly used to determine the relative values on records--legal - historical and administrative. Some of these can be applied to your records. Another guide is if the reference rate is less than once per file drawer per month the records should be removed from office space.

The Records Control Schedule is a key to managing records disposition. You have Records Control Schedules and they are being used. All Agency offices now have schedules and they are being applied well. This graph indicates the success in applying Records Control Schedules. On a cumulative basis ~~our~~ schedule have responsible for eliminating over 300,000 cubic feet of paper from our offices. This is the equivalent of about 37,000 safes. Despite this success you can see that we have had an increase the last 2 years in the paper in our offices. Some of the reasons are the addition of new functions. The use of Copying Machines and the use of Computers. Also, less professional time on records management.

RECORDS CENTER - Here is where we keep inactive and vital records. STAT

is responsible for convincing top Agency management that we needed a Records Center. It was built in 1955 and enlarged in 1958. It cost the Agency but it has already provided a net saving of over \$4 Million. The Records Center has received a cumulative total of about 174,000 cu. ft. ~~EXH~~ equivalent to about 20 thousand safes and over half of this has been destroyed.

The Center is about 82% full. This chart shows our experience in the last 5 years. Experience shows the Center will be full in 2-3 years. Here is what we are going to do. Use the new GSA Facility to house our publication and least active records.

807 4

SURVEYS - We do these when invited - Here are some results.



STAT

IN CONSLUSION - Records Management techniques properly applied and used continuously save money - manpower and materials. Our Agency program is rated by the NARS of GSA as one of the best in the Federal Government - one reason is because we have an integrated system which concerns all phases of paperwork - from Creation to Cremation.

We have a small staff of professional trained people to help solve paper work problems; if you need us to help supplement ~~that~~ ^{MPS} we will be glad to assist.

We can improve our operations if we use the records management techniques that we discussed this morning. This handout shows that records management pays dividends. Cumulative savings are over \$15 Million in 10 years.

TSD Meeting - held in East Building

Thursday, 10:30 AM on 28 April 1966